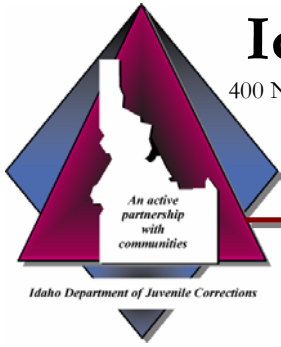




*Idaho Department of Juvenile Corrections*

# Strategic Plan

## 2007



# Idaho Department of Juvenile Corrections

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JAMES E. RISCH  
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BRENT D. REINKE  
Director

## ***Message from the Director***

The Department of Juvenile Corrections celebrated its ten year anniversary this year. To mark this celebration, the Department held meetings around the state and I had the pleasure of meeting with citizens throughout Idaho to discuss the juvenile justice system, what is working and where we need to focus.

This Strategic Plan takes into account those meetings in a very succinct way. Our vision, mission, values and goals are addressed to clearly define our direction as a Department. The performance measurements for our goals hold us accountable to our stakeholders and communities just as we hold our juvenile offenders accountable.

Over the past few years, we have incorporated quality improvement procedures in our operations. Our dedicated employees increase our ability for continuous quality improvement.

It is an honor and a privilege to serve the citizens of Idaho as the Director of the Idaho Department of Juvenile Corrections. I welcome any comments or suggestions you may have on our plan or how you believe we can prevent or reduce crime in partnership with our communities.

Sincerely,



Brent Reinke  
Director

## Idaho Department of Juvenile Corrections

# Strategic Plan

### ***Mission***

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Prevent and reduce juvenile crime in partnership with communities.

### ***Vision***

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The Idaho Department of Juvenile Corrections envisions a safer Idaho where state, community and family partnerships are creating change by instituting a balance of prevention, intervention and advocacy through effective management of juvenile offenders.

### ***Values***

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#### ***Balanced and Restorative Justice***

Help juveniles become responsible citizens by developing life skills and holding them accountable for restoring their victims and communities while ensuring public safety.

#### ***Responsible Partners***

We acknowledge our vital role in communities, and we seek to understand and promote a unified relationship among all parties to prevent or stop juveniles from breaking the law.

#### ***Communication***

We are committed to the practice of full-circle communication in all of our activities.

#### ***Teamwork***

We recognize that the power of our combined effort exceeds what we can accomplish individually.

#### ***Respect***

We treat those we serve and one another with respect, and in so doing, demonstrate honesty, integrity, trust, and ethical behaviors.

#### ***Excellence and Quality***

*We are committed to deliver excellence and quality in every aspect of our work by establishing goals and monitoring outcomes, and holding ourselves accountable.*

#### ***Resource Optimization***

We value new ideas and plans which are results-oriented, and we are dedicated to providing training which will develop leaders and maintain a qualified, competent staff.

## ***Cultural Competency***

We are committed to becoming more aware of and more understanding of the cultural values of the juveniles, families and other staff with whom we work; in doing so, our aim is to integrate these cultural values and differences in such a manner that we work together to become more effective in our mission.

## ***Authority Statement***

The Juvenile Corrections Act was created in 1995 in Title 20 Chapter 5 of the Idaho Code; this established the Idaho Department of Juvenile Corrections. The intent of this legislation was to base the juvenile corrections system on accountability, community protection and competency development. The model, Balanced and Restorative Justice, maintains that restoration of all affected parties should be the aim of the juvenile justice system. The Idaho Department of Juvenile Corrections believes accessing key partners to obtain information and direction to chart the course for the department and to develop plans for the juvenile justice system is essential.

IDJC partnered with the courts, legislators, counties and the Juvenile Justice Commission to conduct daylong meetings in all seven judicial districts entitled “Juvenile Justice in Idaho-The Journey Continues.” The objectives were to revisit the history of juvenile justice in Idaho, hear about success stories in each judicial district, analyze the current data, and define gaps in services based on data trends and expertise of individuals attending the meetings. Almost five hundred legislators, judges, county commissioners, juvenile probation officers, educators, law enforcement, citizens, and youth participated in the seven meetings.

IDJC, through its management team and employees, has worked to address these concerns by setting clear goals and objectives and measuring performance and progress toward these goals through a Balanced Approach lens. The four budget units address performance measures in this manner.

## **Goal 1: Increase Community Protection through Program Effectiveness and Standards of Care**

**Objective 1:** 100% of juvenile offenders released from custody will have a written aftercare plan.

Strategy 1: The Treatment Team will improve parental participation in aftercare plan development.

Strategy 2: The Treatment Team will include substance abuse and mental health issues in aftercare plan.

Strategy 3: The Treatment Team will include education in aftercare plan development.

Strategy 4: The Treatment Team will include employment and employability training in aftercare plan.

Strategy 5: The Treatment Team will include housing and transportation in aftercare plan.

Performance Measure:

Percent of youth released with written aftercare plans.

**Objective 2:** Reduce recidivism of juvenile offenders committed to IDJC by 3% per reporting period.

Strategy 1: IDJC will complete a recidivism study of juveniles committed to IDJC every two years.

Strategy 2: Institutions will collaborate with community agencies including probation, child welfare, education, substance abuse, employment services and local law enforcement.

Strategy 3: Education staff will coordinate community status at 6-month intervals for two years.

Performance Measure:

Percent of youth that are not recommitted to IDJC.

## **Goal 2: Increase Local Community Commitment to the Juvenile Justice System**

**Objective 1:** Increase the number of volunteers and community groups (not under contract) working within the juvenile justice system.

Strategy 1: District Liaisons will work with community groups, organizations and elected officials to increase knowledge base of juvenile justice system.

Strategy 2: Community Services will continue membership on important committees such as Access to Recovery, Drug Court and Juvenile Justice Children's Mental Health.

Strategy 3: Community Services will build community competency to prevent and reduce juvenile crime through citizen participation in juvenile justice system efforts.

Strategy 4: Superintendents will contact community groups to increase participation with institutional setting.

**Objective 2:** Increase the number of juveniles returning to their communities with education plans included in their transition plan.

Strategy 1: Education will work with local school districts to assist in transition plans.

Strategy 2: Education will continue ISAT Testing at facilities to assess educational progress.

Strategy 3: Education will continue to measure percent of youth with improved math and reading scores.

Strategy 4: Education will measure percentage of youth receiving education services in accordance with their service plan.

Performance Measures:

Number of hours key stakeholders contributed to juvenile justice system efforts.

Percent of individual student ISAT scores that improve while juvenile is in custody.

**Goal 3: Develop a Well Structured System of Phases that Address both the Needs of Juvenile Offenders and Their Families and the Safety of Communities**

**Objective 1:** Increase public safety by increasing the number of graduated community-based programs that are considered evidence based.

Strategy 1: Each of the seven district councils define needs that will assist local units of government in providing accountability based sanctions.

Strategy 2: Juvenile Justice Commission staff will work with counties and tribes to provide technical assistance in all seven districts for available Federal and state funds.

Strategy 3: Juvenile Justice Commission will work with key stakeholders to provide training and technical assistance on evidence based programs.

Performance Measure:

Number and percent of programs funded using evidence based models.

**Goal 4: Strengthen and Support all Resources within IDJC**

**Objective 1:** Increase leadership capabilities among all IDJC employees.

Strategy 1: IDJC Management Team will enlist all staff in mission and vision of IDJC.

Strategy 2: IDJC Management Team will recognize contributions of all employees.

Strategy 3: IDJC Management Team and staff will continue to foster collaboration by promoting cooperative goals and building trust among divisions.

**Objective 2:** Track turnover rate within IDJC.

Strategy 1: Human Resources will provide training and support to all IDJC staff.

Strategy 2: Human Resources will identify and implement succession planning.

**Objective 3:** Improve timeliness in information sharing for decision making.

Strategy 1: IDJC employees will increase capacity to access data.

Strategy 2: IDJC employees will develop and distribute key information in a timely manner.

Performance Measure:

Hours of training provided to staff.